

Project Hope

The Impact of Coaching and Transformation Among Returning Citizens

Candidate: Mark K. Cox

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Advisor: Professor Cristina Gibson
Secondary Advisor: Professor Ann Feyerherm
External Reviewer: Mark Hecht

Roughly **seven 700,000** people are released from US prisons each year.⁽¹⁾ Yet many of these returning citizens (ex-offenders) struggle to find work, with **recidivism rates estimated as high as 80% (560,000)**.⁽²⁾

The literature highlights the **challenging transition** for returning citizens as they seek to **decouple** from their **prison identities** to form their **post-release identities**.

How can coaching programs within United States prisons foster psychological transformation and increased likelihood of societal reentry success for returning citizens?

For many returning citizens **HOPE** is a train that has left the station!

(1) Goodstein, J. (2019). Firms, ex-offenders, and communities: A stakeholder capability enhancement perspective. *Business Ethics Quarterly*, 29(4), 491-518.

(2) Alper, M., Durose, M. R., & Markman, J. (2018). Special report 2018 update on prisoner recidivism: A 9-year follow-up period (2005–2014) (NCJ 250975).

Purpose and Significance

Returning citizens face a challenging transition as they seek to **decouple** from their prison identities to form their post-release identities –

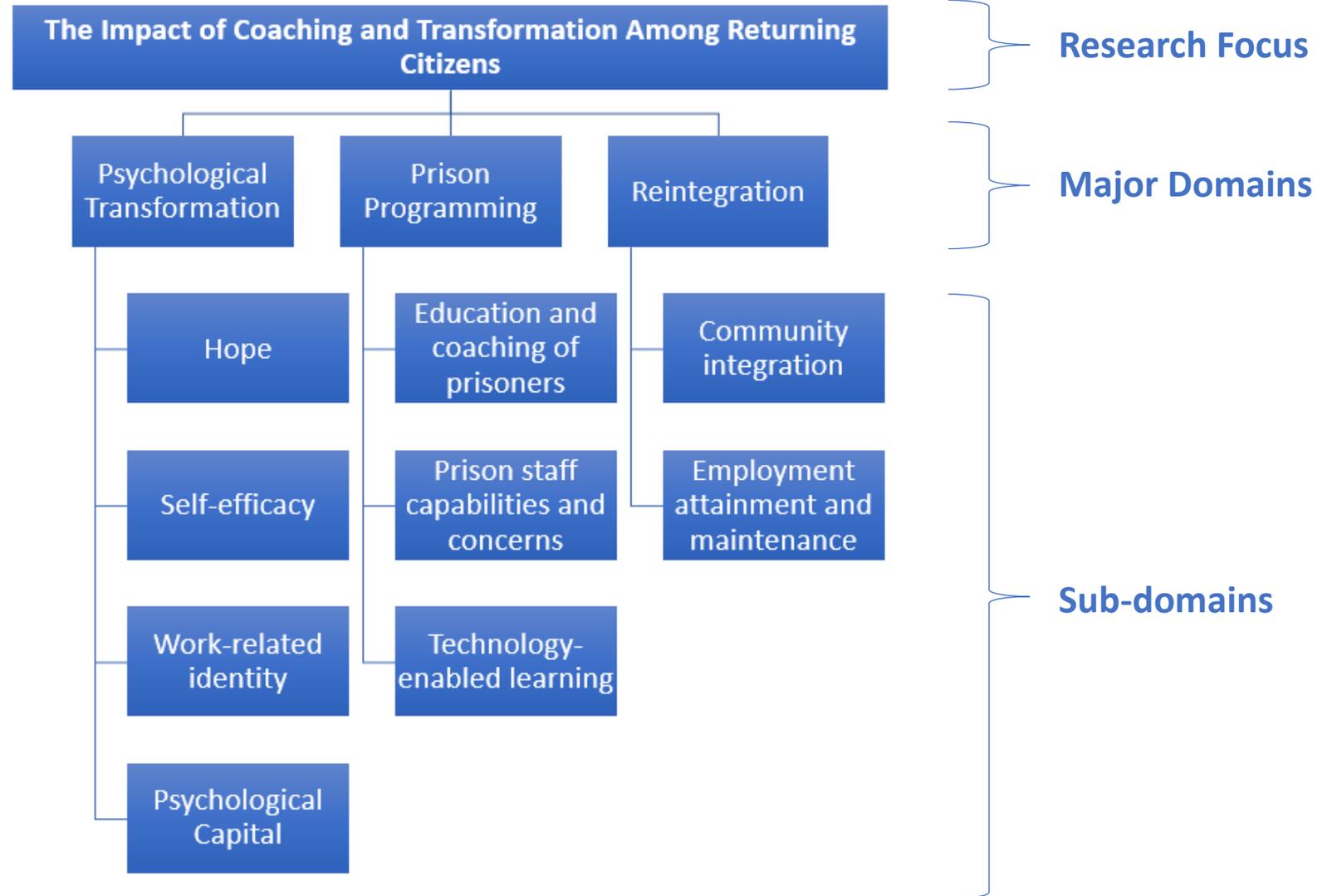
- Overcoming the **stigma** of being an ex-offender (Ricciardelli & Mooney, 2018)
- Lack of hope reinforced by “**denigrating mirrors**” (Enosh et al., 2013) and inability to pursue a career of choice (Bennett and Amundson, 2016)
- Employment attainment “**foraging for work**” (Sugie, 2018)
- Securing **affordable housing** (Keene et al., 2018; Goodstein, 2019)



The purpose of this research was to understand how a **coaching approach** may foster **psychological transformation**, such as **increasing hope** (Snyder et al., 1991; Youssef & Luthans, 2007) and **self-efficacy** (Bandura, 1977), and shifting **identity** (Gibson et al., 2023)



Literature Overview



Literature Review Learnings



Major Domain	Learnings	Gaps
<p>Psychological Transformation</p>	<p>A sense of personal agency (Snyder et al., 1991) is critical to transformation in one’s thinking and is fundamental to the curation of hope and identity transformation (Rogers et al., 2017)</p> <p>Hoping = One’s expectation of goal attainment (Snyder et al., 1991)</p> <p>Self-efficacy = One’s belief in their own capacity to behave in ways that contribute to achieving performance goals (Bandura, 1977)</p> <p>Thriving = Psychological state in which individuals experience both a sense of vitality and a sense of learning (Spreitzer, 2005)</p>	<p>The literature showed sparse treatment regarding the application of theories related to psychological transformation within the carceral environment (Dekhtyar et al., 2012)</p>

Literature Review Learnings



Major Domain	Learnings	Gaps
<p>Prison Programming</p>	<p>The presence of an option to exercise any sort of agency toward education (even if those options were highly limited) was found to be helpful in breaking free of agency-minimizing psychological shackles (Conway, 2023; Duguid & Pawson, 1998), begging the question of how agency can be enhanced in the carceral environment</p>	<p>The literature search yielded few studies (Eseadi et al., 2018; Shelton et al., 2009; McGregor, 2015) regarding coaching programs in prison, the emphasis was on inmates receiving coaching, not learning to coach others, suggesting that coaching programs are understudied within prisons</p>

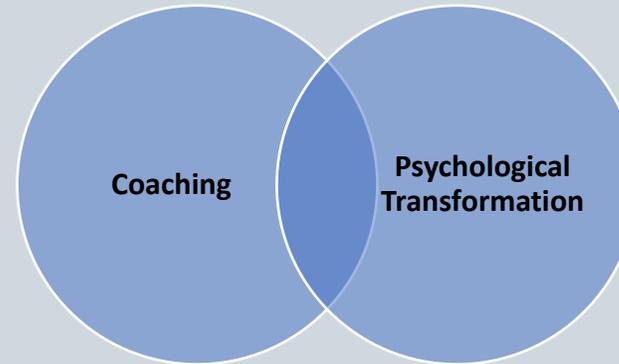
Literature Review Learnings



Major Domain	Learnings	Gaps
<p>Reintegration</p>	<p>The challenges of securing work, as well as safe and affordable housing, while overcoming the stigma of being an ex-offender are palpable (Ricciardelli & Mooney, 2018; Enosh et al., 2013; Bennett and Amundson, 2016; Sugie, 2018; Keene et al., 2018; Goodstein, 2019)</p> <p>Wellness = Evidences of emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual well-being together or individually (Substance Abuse and Mental Health Services Administration, 2016)</p>	<p>The literature seemed more focused on describing and understanding the challenges associated with reintegration than offering practical programs or policies – a better understanding of and articulation of effective reintegration strategies is needed (Visher et al., 2011)</p>

Approach, Method, and Design

How can coaching programs within United States prisons foster psychological transformation and increased likelihood of societal reentry success for returning citizens?



Approach - Research question sits at the intersection of coaching and theories associated with psychological transformation where the literature is very nascent, with no studies examining the confluence, and explores coaching program “consequences” (Creswell & Creswell, 2018), warranting study via a *pragmatic inductive* lens

Method - *Qualitative, multi-source, grounded theory, and narrative inquiry* - appropriate given the nascent state of carceral-based cognitive coaching literature

Design - *Semi-structured cross-sectional interviews of returning citizens and facilitators who participated in the coaching program aimed to develop a process model, exploring lived experiences while considering transformation lever clues from literature*

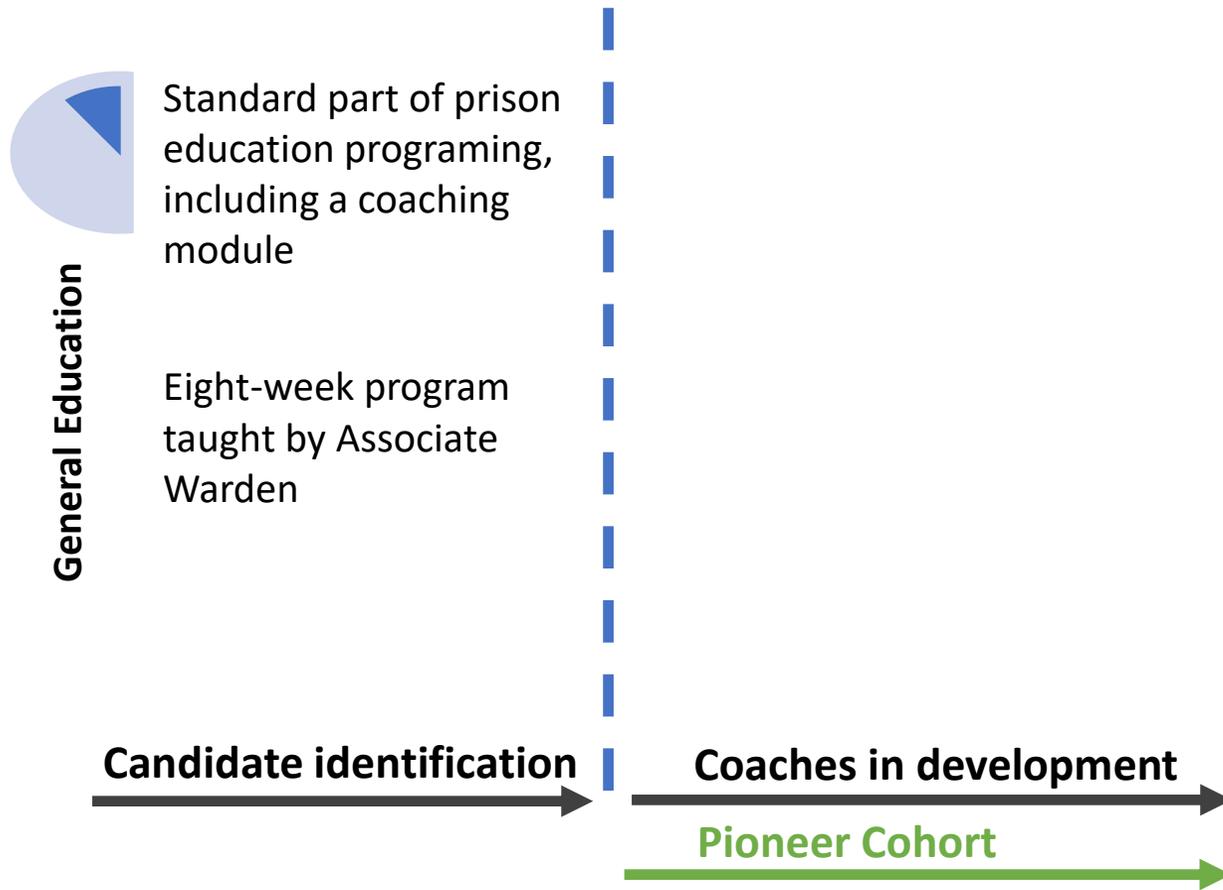




SOCIAL PURPOSE CORRECTIONS

- The study was conducted in collaboration with a community partner organization called **Social Purpose Corrections (SPC)**
- The study focused on a group of returning citizens who participated in common coaching program at a U.S. prison
- We examined returning citizens' **experiences with the program** and how it **impacted them both while in prison and after**
- The returning citizens who participated in this program showed a **remarkably low, 2%, recidivism rate**, striking a **stark contrast to the estimated 80%**





*ILCT = The Institute for Life Coaching Training (<https://www.lifecoachtraining.com>)

Coaching Program Structure

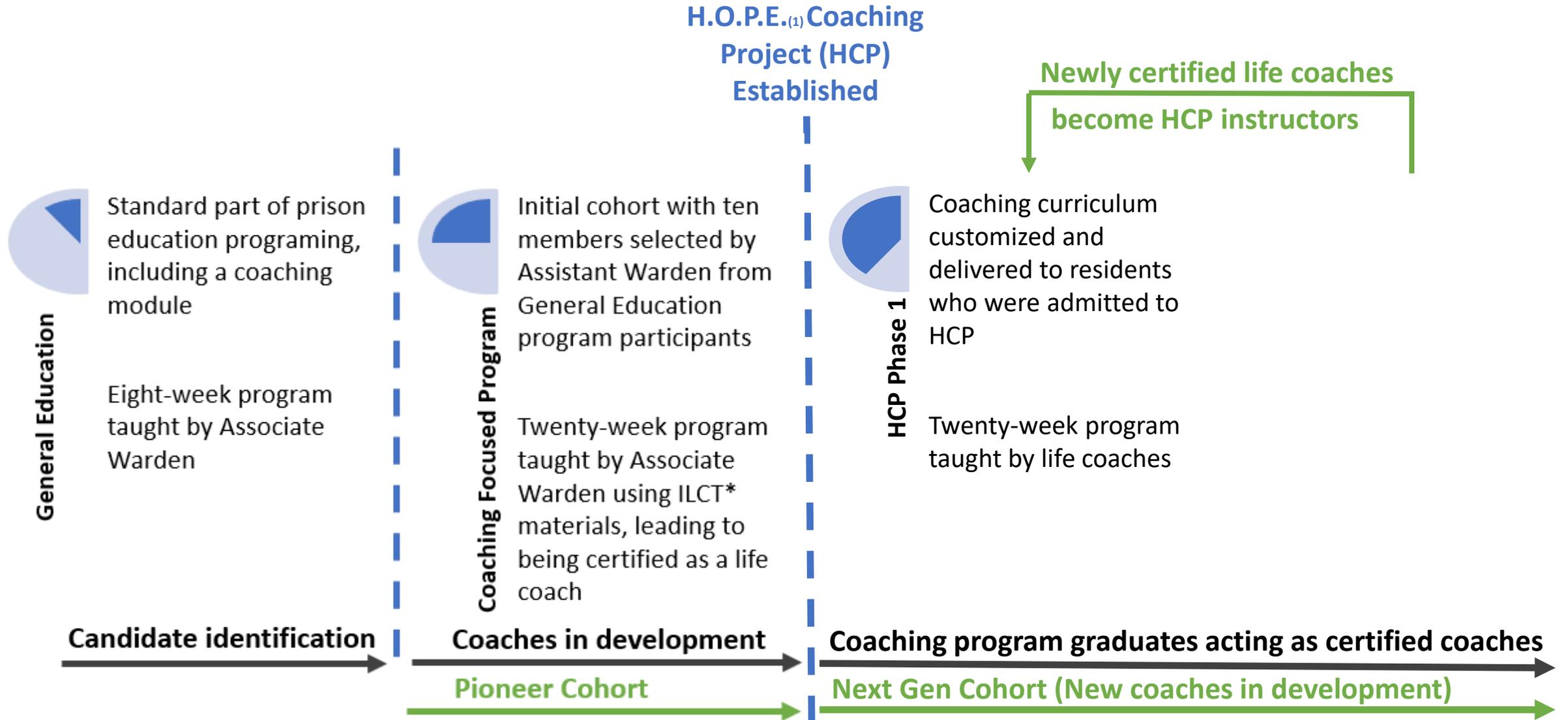
Coach Approach*

(a program training individuals to become Life Coaches)



* Adapted from an approach originally developed by Dr. Ellen Neily Ritter of the Institute for Life Coach Training

Coaching Program Development and Progression



*ILCT = The Institute for Life Coaching Training (<https://www.lifecoachtraining.com>)

** Content based upon *Becoming a Professional Life Coach* by Patrick Williams and Diane Menendez

1 - H.O.P.E. = Helping Other People Evolve

Population and Sampling

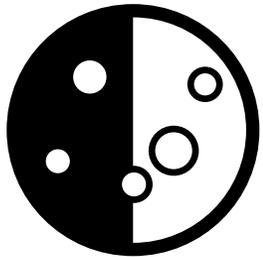
Population



Returning citizens who completed a specific cognitive coaching program at a single medium-security federal corrections institute (FCI) for males

Sample

- **Referral approach** – participant contact information was provided by those who administered the program
- **Population size of 45 returning citizens among 75 program participants** allowed for interviewing all members of the population for whom contact information existed and who were willing to be interviewed
- We conducted **32 interviews** among **16 of the returning citizens; 5 project administrators; secondary archival data**
- An intra-sample **comparative contrast** approach was taken comparing **those that engaged more intensively (Pioneers)** in the program with **those that had less involvement (NextGen)**



Participant Information by Category

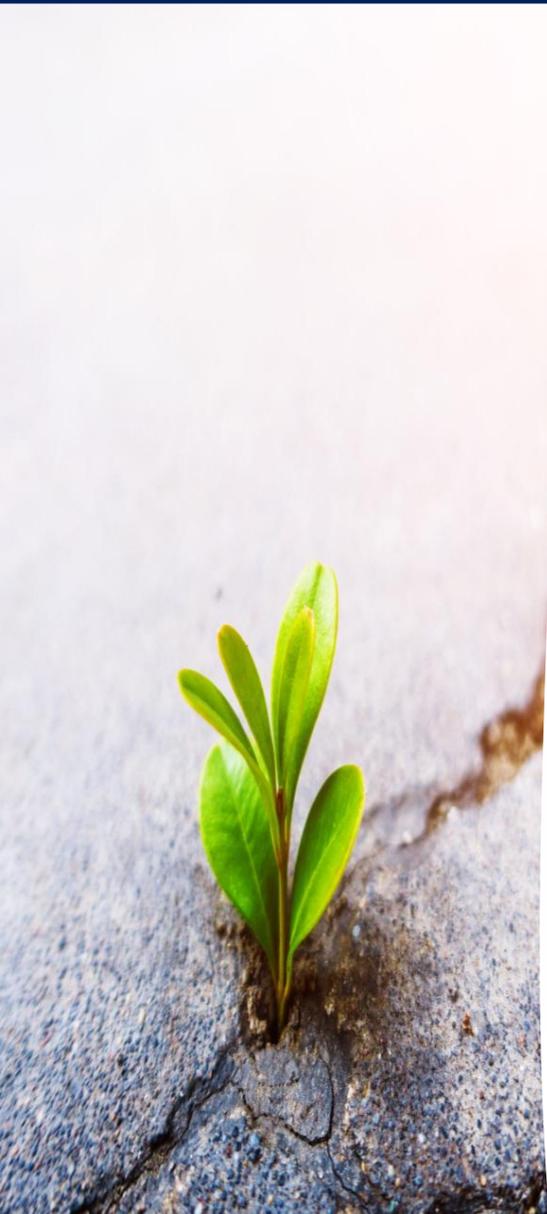
Participants included 16 of the returning citizens and 5 project administrators -

Participant (pseudonyms)	Category	Ethnicity/Race	Age (approx.)	Current Profession
Armando	Pioneer	Latino	35 to 50	In progress
Alan	Pioneer	White	35 to 50	Entrepreneur
Carl	Pioneer	Black	50 to 65	Business owner and large company employee
Scott	Pioneer	Black	30 to 50	Reentry organization manager
Josh	Pioneer	White	35 to 50	Reentry coach
Jeff	Pioneer	Black	50 to 60	Operates his own coaching practice
Alex	Next Gen	Black	45 to 55	Operates his own reentry and consulting company
Clint	Next Gen	Black	40 to 55	Business operator and reentry coach
Juan	Next Gen	Latino	35 to 45	In progress
Kevin	Next Gen	Black	40 to 50	Reentry coach focused on career development for returning citizens
Kyle	Next Gen	Black	35 to 50	Manager at behavior health organization and leadership coach
Matt	Next Gen	Black	35 to 50	Director of program to provide opportunity to disadvantaged youth
Pepe	Next Gen	Latino	30 to 60	Employed by returning citizen reentry transition company
Ron	Next Gen	Black	30 to 60	Entrepreneur and business owner
Sean	Next Gen	Black	35 to 50	In progress
Victor	Next Gen	Black	50 to 65	Employed by returning citizen reentry transition company
Brandon	Administrator	White	50 to 70	Veteran federal prison warden
Sharon	Administrator	White	50 to 70	Veteran federal prison warden
Emily	Administrator	White	50 to 70	Veteran coaching educator and coaching program administrator
James	Administrator	White	50 to 70	Veteran reentry organization executive
Anna	Administrator	N/A	35 to 50	Veteran talent management and leadership development professional



The interview protocol focused on three exploratory domains -

Exploratory Focus Area	Sample Questions
<p>Psychological Transformation</p>	<p>Was there a particular moment that you sensed that change was occurring within yourself? What was that like? Do you recall what might have prompted these changes specifically?</p>
<p>Prison Programming</p>	<p>Let's focus on the coaching program for the moment. Tell me about what happened in the program. Are there any pieces of the program that really stand out in your mind? Any specific modules or exercises you can recall? How long were you involved in the program?</p>
<p>Reintegration</p>	<p>Tell me about the first few days and weeks after your release. Who were some of your first contacts? Do you believe the programming in (prison name) played a role in those early days? How about the coaching program in particular?</p>

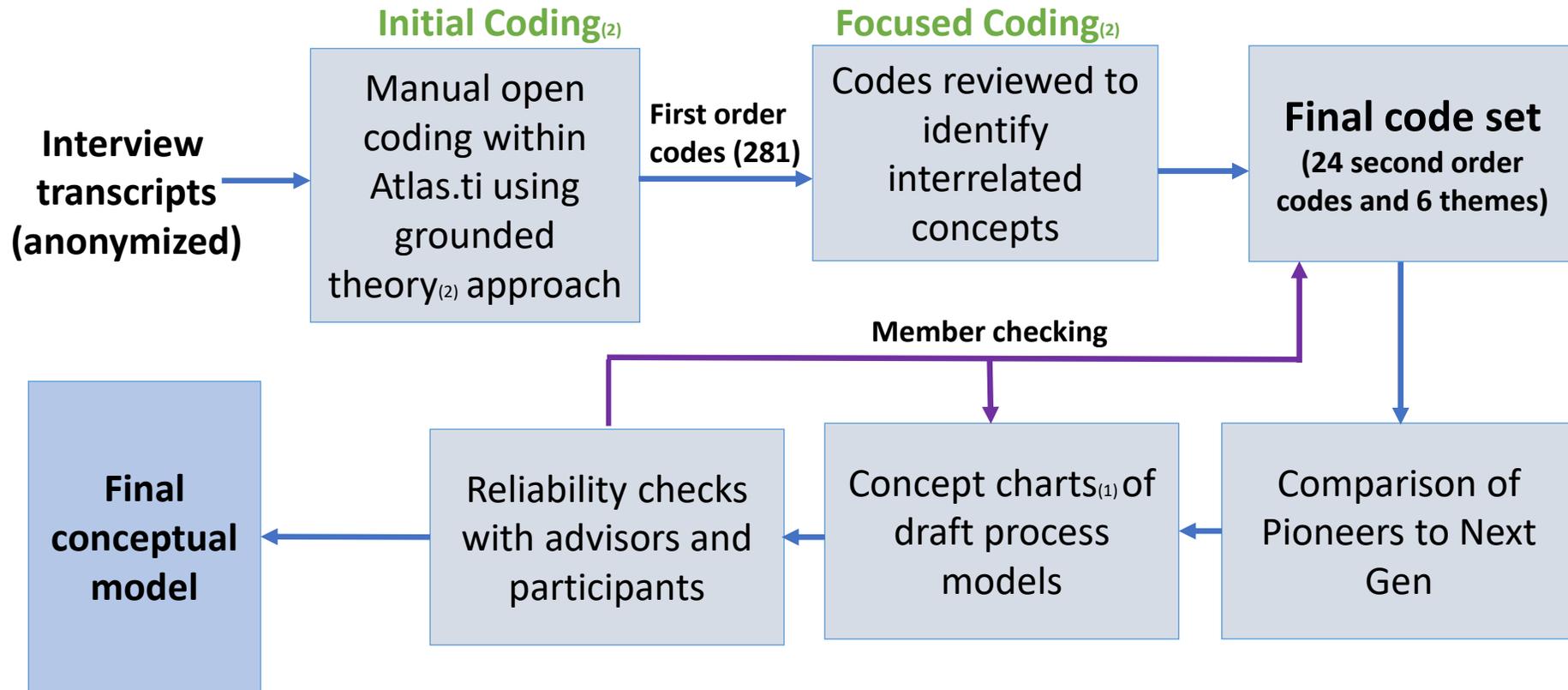


Data Collection and Analysis

Metrics and Process

Notable Metrics:

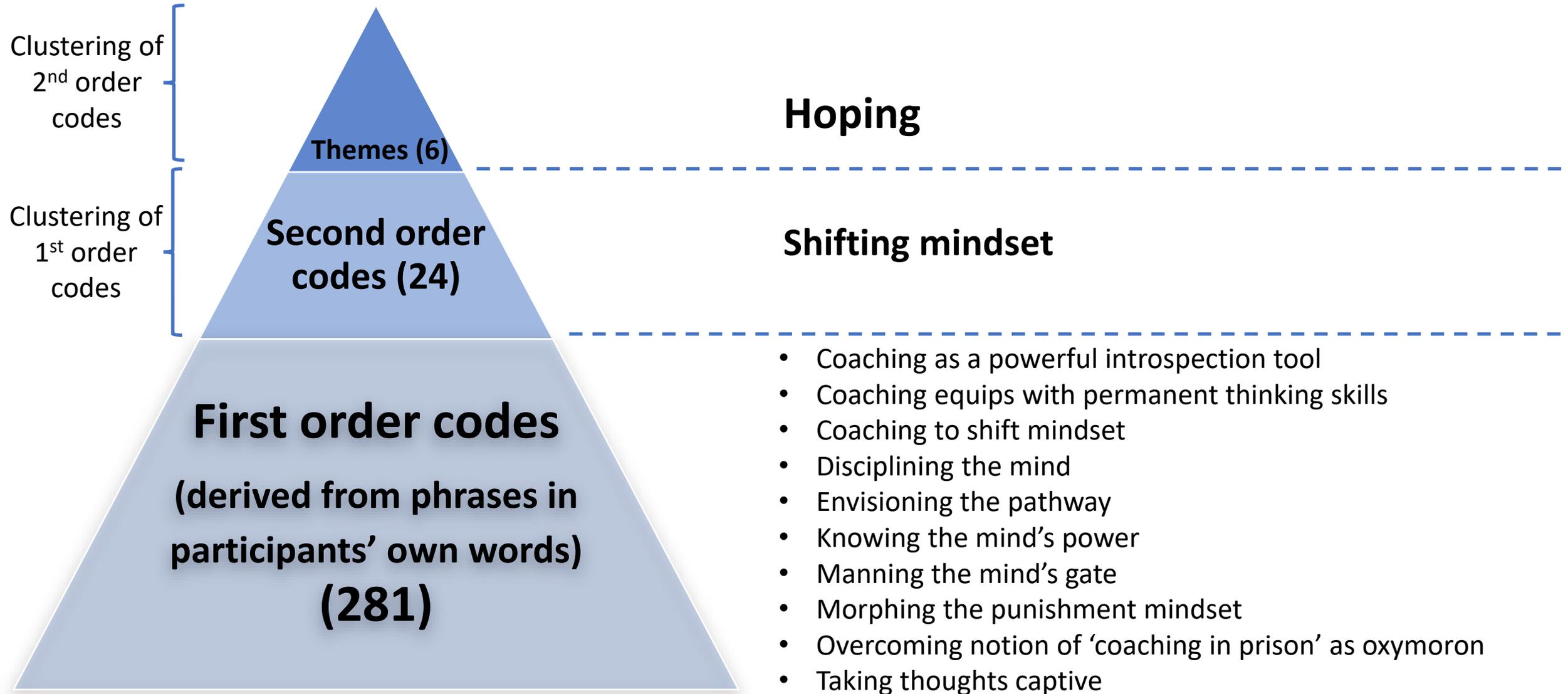
- **Interviews** - 32 total (30 - 80 minutes each), resulting in 267 pages of single-space transcription
- **Archival documents and data** - Lecture plans (123 pages); lecture slides (128 pages); SPC brochures; videos of Federal Bureau of Prisons leadership
- **Informal narratives and conversations** - 13 total (30-90 minutes each)
- **Personal memos captured during interviews** - 15 sets totaling 8 pages



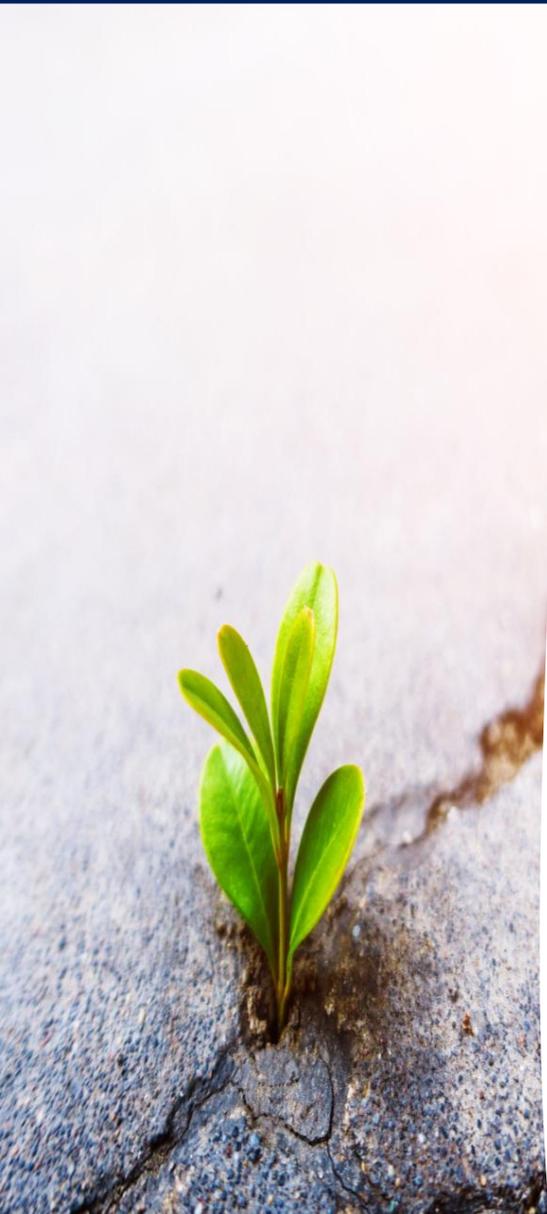
(1) Lofland, D., Snow, D., Anderson, L., & Lofland, L. H. 2006. *Analyzing Social Settings: A Guide to Qualitative Observation and Analysis*, 4th Ed. Wadsworth.

(2) Charmaz, K. 2014. *Constructing grounded theory: A practical guide through qualitative analysis*, 2nd Ed. Sage. ISBN: 9780857029140

Code Aggregation



Second Order Codes by Theme



Theme	Second Order Codes
Surviving	Low hope (pre-incarceration)
	Low hope during incarceration
	Pathways exist
Incubating hope from outside the person	Providing pathway visibility [warden]
	Coach instills hope
	Community context
Incubating hope from within the person	Coaching tools applied
	Providing pathway visibility [resident]
	Increasing dignity
Hoping	Spirituality's role
	Shifting mindset
	Agency exercise
Transforming	Taking the pathway
	Redeveloping of identity
	Expressing self-efficacy
	Demonstrating accountability
	Relating with other people
Thriving	Developing future orientation
	Family and peer support network
	Employment success
	Occupation and roles post-release
	Reintegration journey
Thriving	Living with momentum
	Wellness evidences

Multiple efforts were undertaken to ensure trustworthiness, validity, and reliability of the process model

(Creswell & Creswell, 2018)

Validity

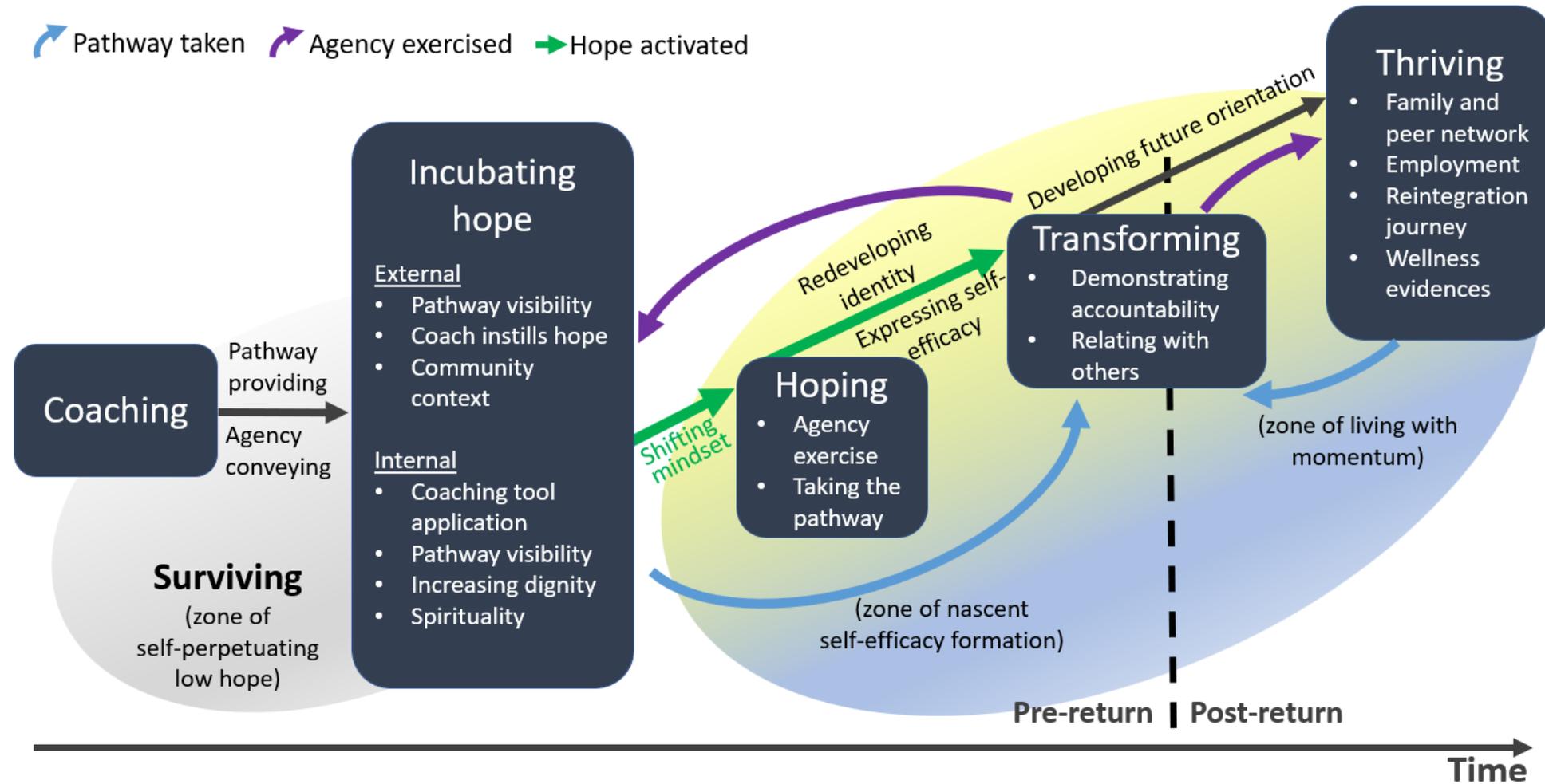
- Pre-study clarification of **researcher biases**
- Use of **rich, thick, descriptions** to convey the findings, inclusive of ~**100 *in vivo* quotes** from participants
- **Triangulation techniques** including –
 - Interviews with coaching program **participants** and **administrators**
 - Review of **archival documents**
 - **Contrast analysis** using subgroup comparison

Reliability

- Use of **detailed, documented procedures** for data collection and analysis
- **Transcript checks** to remove obvious errors
- Detailed **primary advisor review** of code sets produced at each coding stage
- **Member checking** in the form of reviewing the coding process, representative codes, and process model drafts with Warden Morris, and three of the study participants who were intimately involved in the coaching program



Emergent Process Model



Findings - Surviving



Living without hope was a reality for participants, both in their pre- and post-incarceration experiences, characterized by doing what was necessary to exist within a social ecosystem that reinforced lack of motivation for aspiring to better their lives through goal attainment. While pathways were available to participants, both before and after incarceration, there was little agentic motivation to pursue those pathways.

Living without hope was a reality for participants -

Low Hope (pre-incarceration)

“Everybody wants to be good. I believe it, just everybody isn't offered the, isn't afforded opportunities to act on our goodness. They have to do things, and they like to survive... out of the need to survive that makes them do things that they don't want to do, but they feel that it's necessary and that they have to do.”

Matt

Low Hope during incarceration

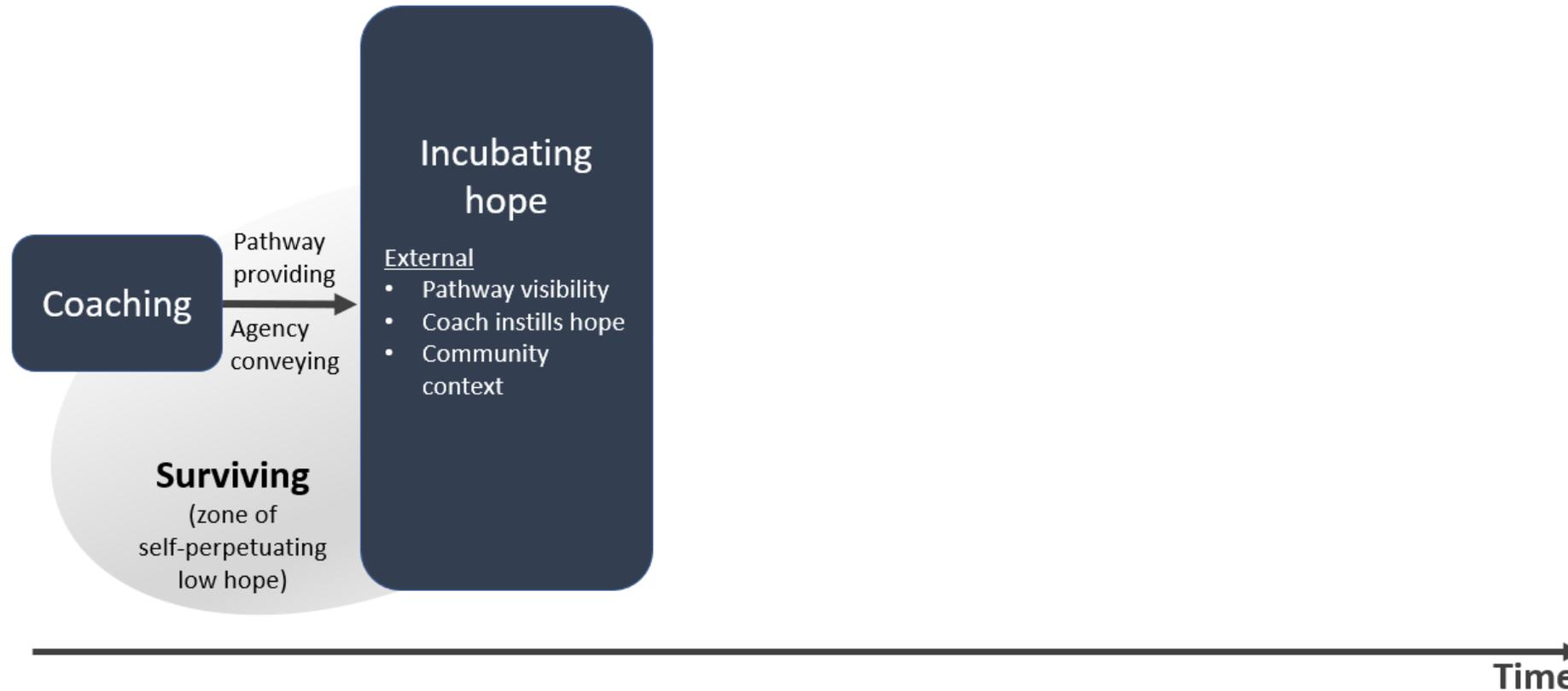
“ People don't have any agency. They don't. They can't even decide what time they get up in the morning, what they're going to eat, you know it's just so little.”

Scott

Pathways exist

“You know, if he's the star linebacker, then they kind of put them in a bubble [becomes very animated with hands] and they even guide them out of the out of all the mess.”

Juan



Warden Morris, through championing the coaching program, served as a disturbance that pierced the low hope zone of survival. Her pathway providing and agency conveying actions, along with the sense of community provided by the cohort structure, fostered an alternative ecosystem conducive to hope formation.

The coaching program provided an alternative ecosystem -

Providing pathway visibility [warden]

"Coming off of a lockdown, we're coming back down to that same dining hall for the first time in two weeks. And here she is at the bottom of the hill, waving me down. 'Mr. Alan, Come here.' I said, 'Oh my gosh. She's calling my name out, and everybody's looking at me. Like, how does this woman know your name?' So, I went over to her and she said, 'I have your textbook.'"

Alan

Coach instills hope

"It was really Miss Susan's personality and her being and just her believing in me, helped me realize 'Hang on a second, yeah, I can do good things.' It was that affirmation of her belief in us, or me. It was her believing in me and my abilities, and that I can do great things. That really was the turning point."

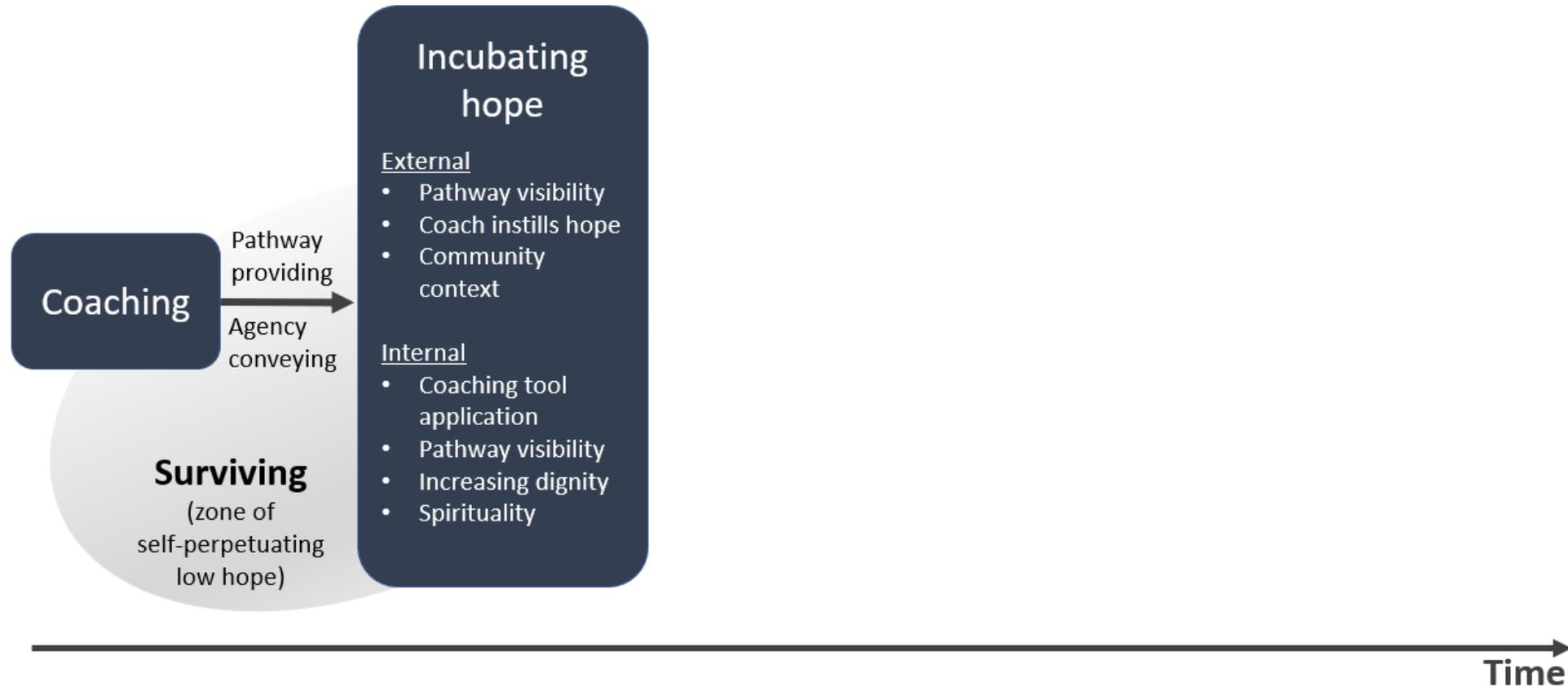
Armando

Community context

"We created our own community in there. I think that helps the people who are able to take advantage of it the most, you know, because in a facility like that, it's the stereotype is not to be what we were."

Sean

Findings – Incubating Hope from Within the Person



Participants experienced incubation of hope within themselves as the coaching program fostered an introspection conducive to hope formation. As participants applied the coaching tools, this internal incubation produced changes in their beliefs about themselves, their relationships with God, their potential to help others, resulting in their experiencing increased dignity.

Participants began to believe that their thinking and behaviors could change -

Coaching tools applied

“Understanding of the habits, the way life coaching breaks down habits and how everything is a ritual by us being habitual and learning how to control your own habits and how to program your mind to have healthy habits where you could be on autopilot to be successful.”

Ron

Pathway visibility [resident]

“We believe our models are models of habilitation. This habilitation is given, helping to facilitate the ability to drive for the first time. Rehabilitation as our system currently follows, it is a misnomer, rehabilitate means to get back to the ability. That's just simply not true for many of the men or women that are in the carceral setting. So, habilitation is the language we should use. Because we're hoping to facilitate the ability to do these things for the first time.”

Josh

Participants began to believe that their thinking and behaviors could change -

Increasing dignity

"That's the only thing that validates me - that I know that I matter."

Jeff

"I never met anyone in prison who didn't want to gain dignity and thrive."

Alan

Spirituality's role

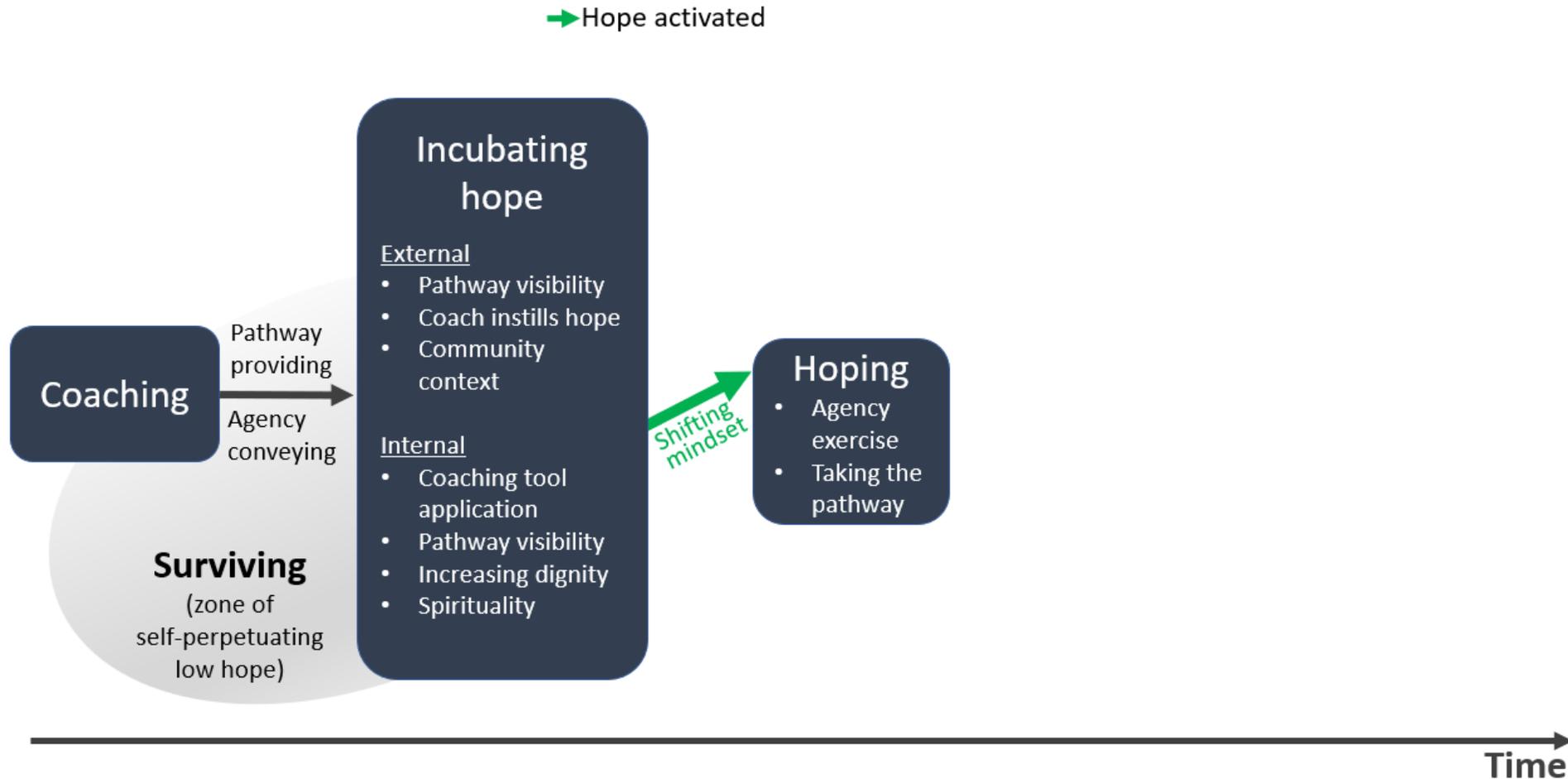
"I was part of the praise and worship team. I played drums. I think there was a time there, I actually took over the duties of leading the praise and worship team."

Armando

"Everything just starts to look like it's all part of God's plan."

Victor

Findings – Hoping



As participants' mindsets shifted, they increasingly began to exercise agency and take pathways, moving to leave their lifestyle of surviving and go on offense with the ability to visualize goals and believe that those goals could be achieved. Perhaps the most powerful singular evidence of hope formation leading to goal pursuit was the establishment of the HCP.

Participants mindsets shifted, and they began exercising agency and taking pathways -

Shifting mindset

"We learned that basically, your input, the things that you put into your mind, whether it's a book you read, TV shows you watch, music, and listening to the environmental influence."

Kevin

Agency exercise

"After making the transition from society into these institutions, the first thing I learned was that I wasn't in control of anything. That was my first intellectual breakthrough for myself. That was my first lesson in prison - that I controlled absolutely nothing. I regained my control after understanding what coaching was all about."

Jeff

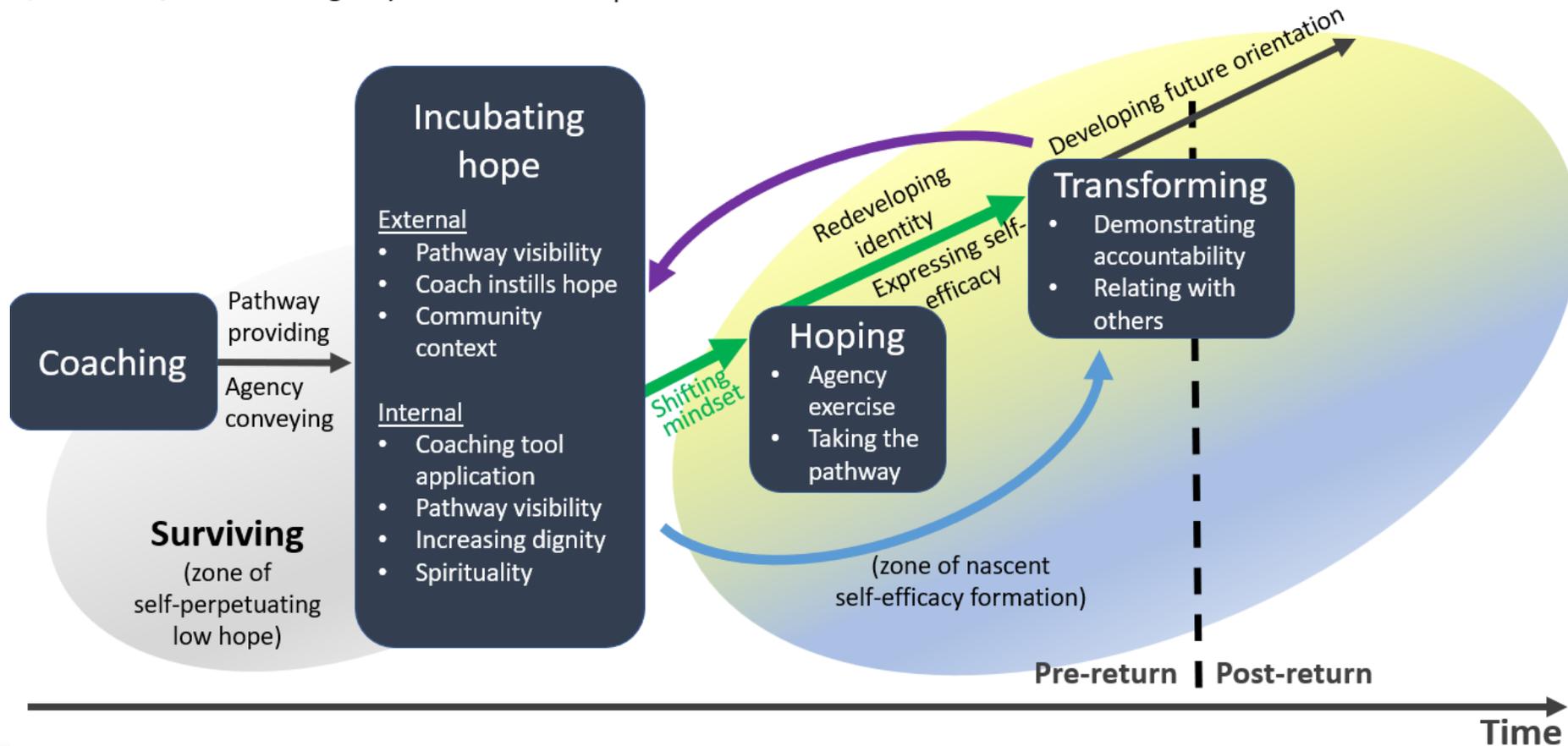
Taking the pathway

"Over time, you know, those other life plans came into play, and we as that core group, were constantly trying to look ahead and plan on how we were going to maintain continuity. We took on the responsibility of being those key stakeholders and leaders, to pass it on from one generation of coaches to the next."

Alan

Findings – Transforming

↪ Pathway taken ↻ Agency exercised ➔ Hope activated



The process of change that was induced through the coaching program produced a transformation. Participants' evidences of expressing self-efficacy, redeveloping of identity, demonstrating accountability, relating with others, and developing future orientation, represent a journey from surviving to transforming, fueled by hope formation and the ability to sustain a hopeful approach toward goals.

Participants experienced a becoming of their transformed selves -

Redeveloping of identity

“What's the distance between who I am now and who I really want to be, and what work needs to be done?[highly animated with hands and head motions] That's that concept of coaching to the gap. And so, it was so transformational, you know. If I could juxtapose all programs against coaching, all programs were educational, coaching was transformational.... It's a becoming.”

Kyle

Expressing self-efficacy

“(The coaching program) gave me the courage to focus on me becoming the person that I felt I was always intended to be, living that purpose out, even inside prison and even if it meant that I would never be released. It gave me, I'm gonna say yeah, the courage, the courage to live that way that defied expectations of you know, how individuals like myself and others and just in prison are supposed to act are supposed to live.”

Alan

Demonstrating accountability

“Some people say, ‘you fake it until you make it.’ I'm not faking it. I'm doing the work, and everything else.”

Carl

Participants experienced a becoming of their transformed selves -

Relating with other people

“That (coaching program) allowed me to now know how to deal with people, know how to ask certain different types of questions and deal with people in a certain type of manner, and I needed to begin to understand people better and to begin to understand how to listen more and ask a particular type of questions in order to receive more information.”

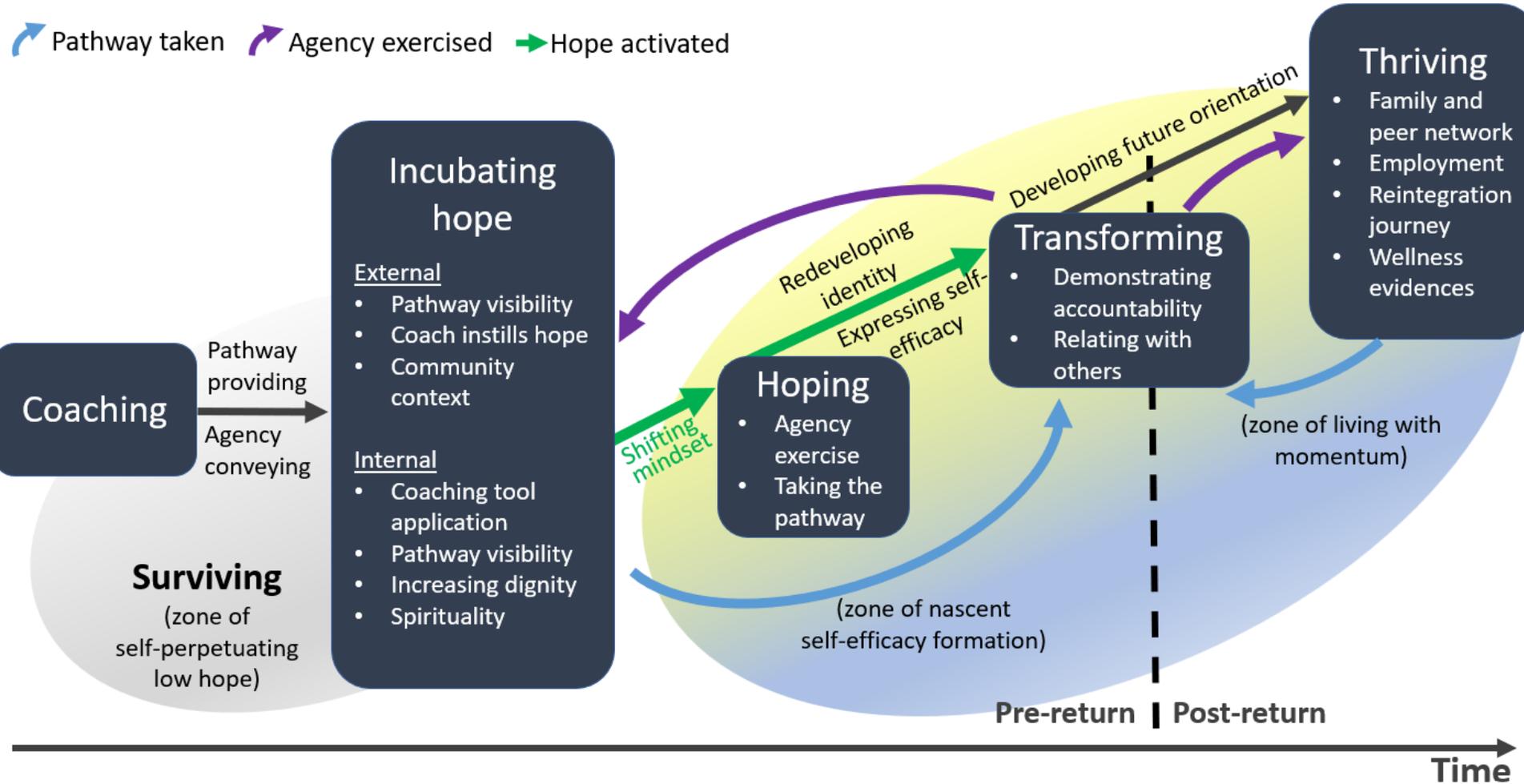
Clint

Developing future orientation

“When guys are six months prior to release, we're already helping them get their social security number, their birth certificates, things that are, that seemed like such a small thing.”

Juan

Findings – Thriving



As participants reentered society as returning citizens, they began living in ways that allowed them to enjoy positive interactions with others and employ their abilities productively. They were able to obtain employment in a variety of roles, yielding successes such as the launch of new businesses and social service programs, holding multiple jobs with large companies, and realizing advancement within a company.

Participants were able to enjoy positive interaction and employ their abilities productively -

Family and peer support network

“The effects of our relationships with our families and everybody who's gone through this (coaching program) and their connections with their families, and how that improved on the experience of actually doing time. Having a better relationship and knowing how to communicate better in an incarcerated setting with loved ones on the outside, down to the actual reintegration process. Some of the coaching principles and the new mindsets that we brought to the table made for a whole different reintegration process for a great many of us.”

Kyle

Employment success

“When I first came home, the only employment opportunity for me when I moved back was a \$9 an hour job at halfway house. Coaching allowed me to see the end goal. Start with the end in mind and not being so caught up on the fact that I'm only getting \$9 an hour.”

Kevin

Occupation and roles post-release

“I went from a halfway house, monitor on my leg and all that, to getting my own apartment and working for a car dealer. Then I'm going back to school to get my tractor/trailer license, and I've been driving for [large, global company] for 18 months now for a contract driver.”

Carl

Participants were able to enjoy positive interaction and employ their abilities productively -

Reintegration journey

“So, when I went to TSA [at the airport], they asked me to go to the thing that spins. She asked me to stand to the side. So, I automatically put my arms up to be patted down. And she said, ‘no baby this is not a metal detector.’ And that’s when it finally hit me that I was home. I said, ‘wow,’ you know, but I didn’t know how to do anything. Or how to get chips from a concession stand. I didn’t know how to get my ticket. I didn’t know how to turn the phone on. I did not know anything. I mean, the cycle just repeated itself for months.”

Kevin

Living with momentum

“So, you can be a better person, period. So once that happens, it doesn’t really matter what people say or hate on you. You get gratification, because once they do acknowledge that you are a better person, they always come back and then you take that relationship.”

Ron

Wellness evidences

“Four years ago, I was confined to a cell, bound by mistakes that seemed to define me. Today, I stand on the other side as an executive coach, leading others towards freedom; not the kind unlocked by keys, but the kind that lives within. My journey from incarceration to identity taught me that true transformation isn’t about escaping where you’ve been but about discovering the power within you to redefine who you are. Coaching helped me reclaim that power, and now it’s the tool I use to help others break free.”

Kyle

Findings – Subgroup Comparison

To test the validity of the model, we compared Pioneers and Next Gen to understand if those who curated and facilitated the Hope Coaching Program experienced greater transformation than others with less intense involvement -

- Performed narrative contrasts examining patterns within and between the two cohorts
- Compared frequency of codes in each theme occurring in Pioneers and Next Gen, normalized by word count

Pioneers provided greater evidence of all later phases of the model in their interviews than did Next Gen -

- Provides evidence that the intensity of involvement in the coaching program results in greater progression through the model, and greater transformation
- Pioneers discussed thriving only slightly more frequently than did NextGen, which may be because a good portion of their interviews were about change they saw in others, which I come back to in the discussion

	Surviving	Incubating Hope	Hoping	Transforming	Thriving
Pioneers Normalized Average =	0.041	0.172	0.058	0.139	0.101
Next Gen Normalized Average =	0.049	0.098	0.037	0.096	0.095
Difference (Pioneers less Next Gen) =	-0.008	0.074	0.021	0.044	0.005
Classification of Difference =	Pioneers slightly lower	Pioneers substantially higher	Pioneers moderately higher	Pioneers higher	Pioneers slightly higher



In prior research, hope has demonstrated positive outcomes among academics, human service workers, trauma sufferers, and in health care facilitates

(Cheavens et al., 2019; Hellman et al., 2014; Laslo-Roth et al., 2022; Pavlaku, 2020)

- Despite this broad application, prior to this study, **limited evidence was found regarding its applicability to prison residents**
- Analysis of the data derived from our study revealed **three important implications** for hope theory (Snyder et al., 1991) —
 - 1. Generalizability** extends to the **carceral environment**
 - 2. Hope can be curated** through a synergistic incubation process that includes both **external and internal sources of incubation**
 - 3. The intentional, formalized, structured approach** of the cognitive coaching program aided hope formation

In prior research, self-efficacy is a powerful motivator and has been examined over the last 40 years in a variety of settings

(Bandura, 1977; Hernandez et al., 2019; Pitichat et al., 2018; Wilson, 2016)

Our study served to **support the applicability to the carceral environment**, with self-efficacy being manifested as part of the transformation experience of participants

- While the **process for obtaining and maintaining employment** upon release was **not an easy one**, consistent with earlier findings (Ricciardelli & Mooney, 2018), **self-efficacy** played an important role in enabling them to **manifest the behaviors necessary** to gain meaningful employment
- Findings here indicate an important **missing piece of the puzzle** –
 - **Strong interrelationship** between **self-efficacy formation** and **identity transformation**
 - **Surprisingly, seldom** have the concepts of self-efficacy and identity **been integrated into a single study**



In prior research, thriving is a combination of vitality and learning and is enabled by **supportive context**

(Spreitzer et al., 2005; Okros & Vîrgă, 2025)

- Our study **extends that theory** in important ways –
 - Showing that **coaching program participants** experienced both the **vitality** and **learning** components of **thriving at work while in the carceral setting**
 - Demonstrating the **malleability of thriving**
 - Suggesting that **once established** in the carceral environment, thriving can be **transferred to the post-release environment**
 - Providing evidence of the **transferability** of thriving from **person to person**

Correctional Organizations and Governments

- Coaching programs within the prison context have the potential to **materially improve the likelihood of post-release success** for returning citizens
- Correctional institution leadership and governmental leadership who are responsible for carceral-based curriculum, should engage in **continual innovation**, inclusive of consideration of **cognitive coaching program introduction broadly**
- The potential exists for **significant reduction in the economic burden** placed upon larger society associated with the costs of incarceration –



Assuming **70% of the 700,000** (Goodstein, 2019) people released from U.S. prisons each year will recidivate, then **490,000 will return to prison**. If that number can be reduced to something approaching the rate manifested by returning citizens who participated in the coaching program (**such as 2%**), **only 14,000** would return to prison, allowing a potential **enhancement of the available workforce by 476,000 persons** and blunting the United States' labor shortage. This equates to **\$19.5B per year in savings**, assuming constant scale economies and a spend of \$41,000 per incarcerated person per year (Eisen, 2023).

Incarcerated Persons

- More important than workforce economics is the potential for the **480,000 people per year who do not recidivate** after participating in a coaching program to **employ their abilities** in ways that enable them to **experience and enjoy wellness**
- **Three primary implications** for incarcerated persons flowing from this work are –
 - **Learning to coach works!**
 - **Hope and transformation can be realized within the carceral setting**, allowing inmates to live meaningful lives while in prison
 - Hope and transformation realized within the carceral environment **extends to the post-release environment**



Limitations

- The methodology chosen for this study produced **deep insights** and **robust descriptions** of participants' experiences and **transformations associated with the coaching program**, yet **transferability** (of study learnings) beyond men in a carceral environment are speculative -
 - **Applicability of study learnings to females and other groups**, both in the **carceral and non-carceral contexts**, should be explored in future scholarship
 - That said, there was **no evidence to suggest** that the learnings regarding hope incubation, transformation, and thriving **lack generalizability** to non-carceral settings or women
 - Extensive **member checking techniques** (Creswell & Creswell, 2018) were used with a subset of participants to ensure **trustworthiness** of findings
- An additional limitation that is true of most interview-based studies is the potential that the accuracy of participants' recollections of events may have been **clouded by the passage of time**. This **risk was minimized** by using **triangulation** techniques (Creswell & Creswell, 2018), including -
 - **Comparison** of lived experience oral history accounts **among participants** (Rubin & Rubin, 2012)
 - **Review** of the **coaching curriculum**
 - **Discussions** with the **coaching program founder**
 - **Comparisons** with the **researchers' notes** captured during interviews (Lofland et al., 2006)



- An **intervention design** is an important next step -
 - The **Trait Hope Scale** instrument (Snyder et al., 1991) could be administered to a cohort of **randomly selected** inmates before and after they participate in a cognitive coaching program
 - **Levels of change in hope score** could then be assessed **versus a control group**
- Examine **longitudinal transferability** of cognitive coaching program learnings as **they pass through successive generations of coaching cohorts** to better understand **thriving upon release**
- Investigate the impact of **hope-cultivating coaching programs for correctional officers** who de facto serve as **coaches to inmates**
- Explore further the **particular characteristics** of Wardens that help to convey hope, including **gender, communication style, and humility**
- Explore the utility of the coaching program in **bridging racial tensions**
- Explore the **role of faith** (*“Christ was the best teacher out there. ..I think my faith did play a role in it.”* - Warden Susan Morris)

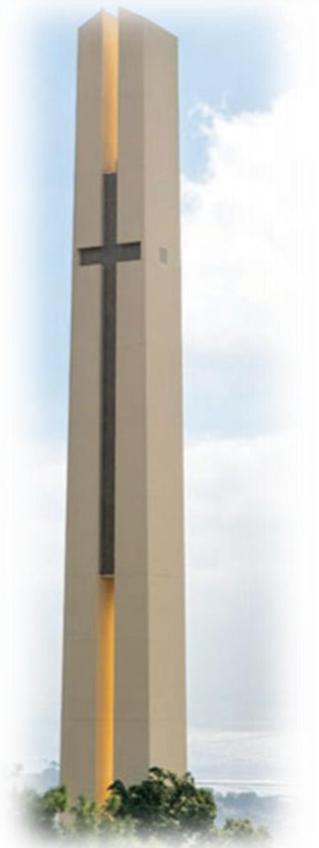


Conclusion

The prevailing recidivism rates suggest that a normalization of deviation has occurred: 70% of incarcerated persons deemed ready to reenter society and who are released return to prison. Such recidivism rates are unacceptable and detrimental to all citizens.

- The **returning citizens** who participated in the coaching program are now **living successfully within society** –
 - Entrepreneurship
 - Business ownership
 - Reentry coaching for returning citizens
 - Professional coaching practice
 - Leadership coaching
 - Behavioral health organization leadership
 - Large company team membership
 - Leadership of disadvantaged youth programs
- **These participants** have **shattered the norm**, giving hope to all who are and have been incarcerated, their loved ones, and society at large

HOPE is not a train that has left the station!



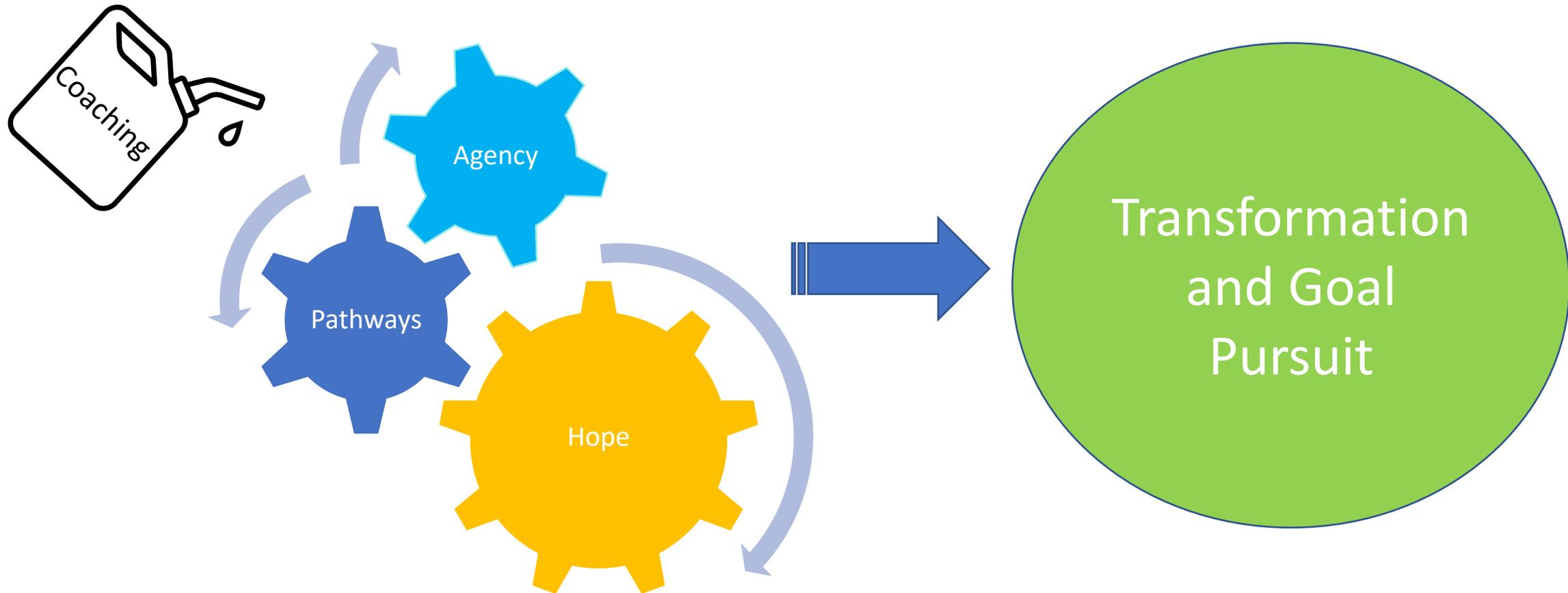
Thank You

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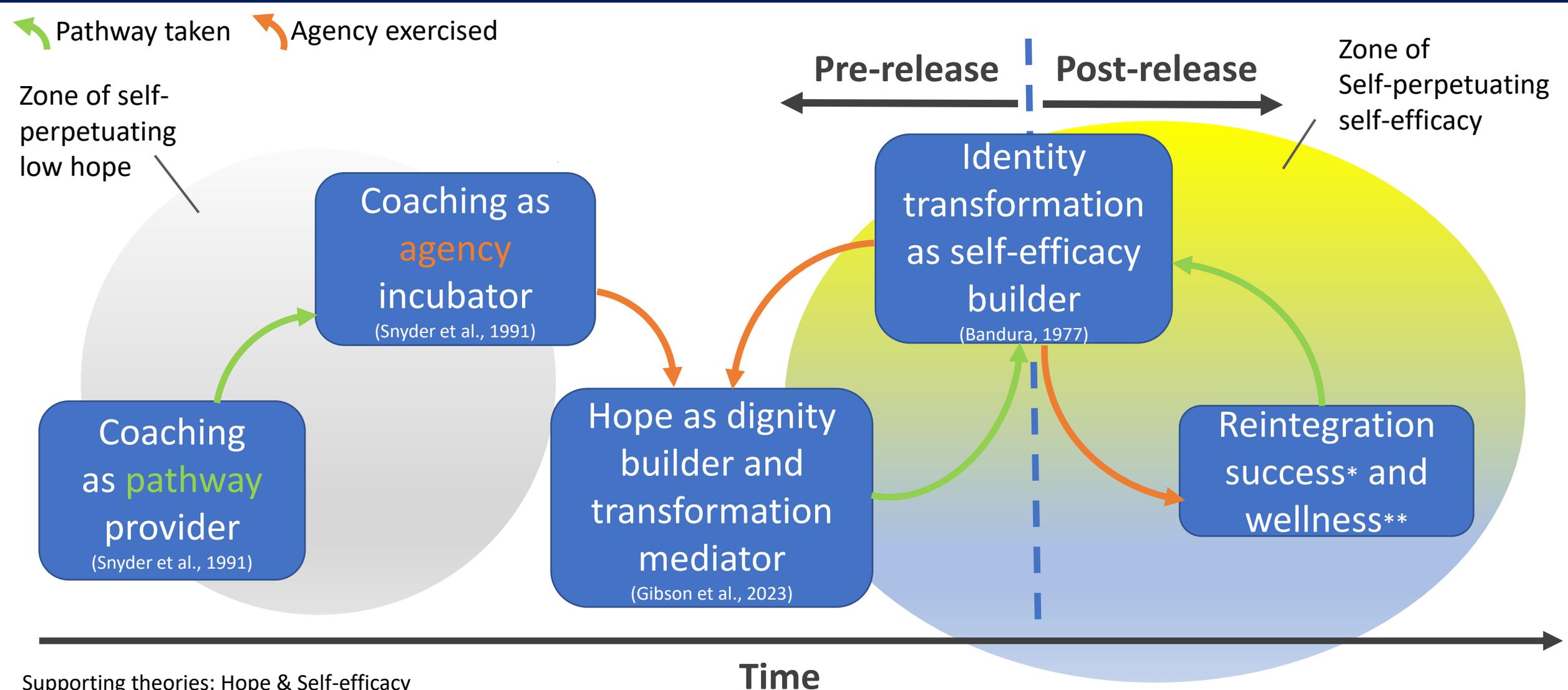
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Backup



Preliminary Framework



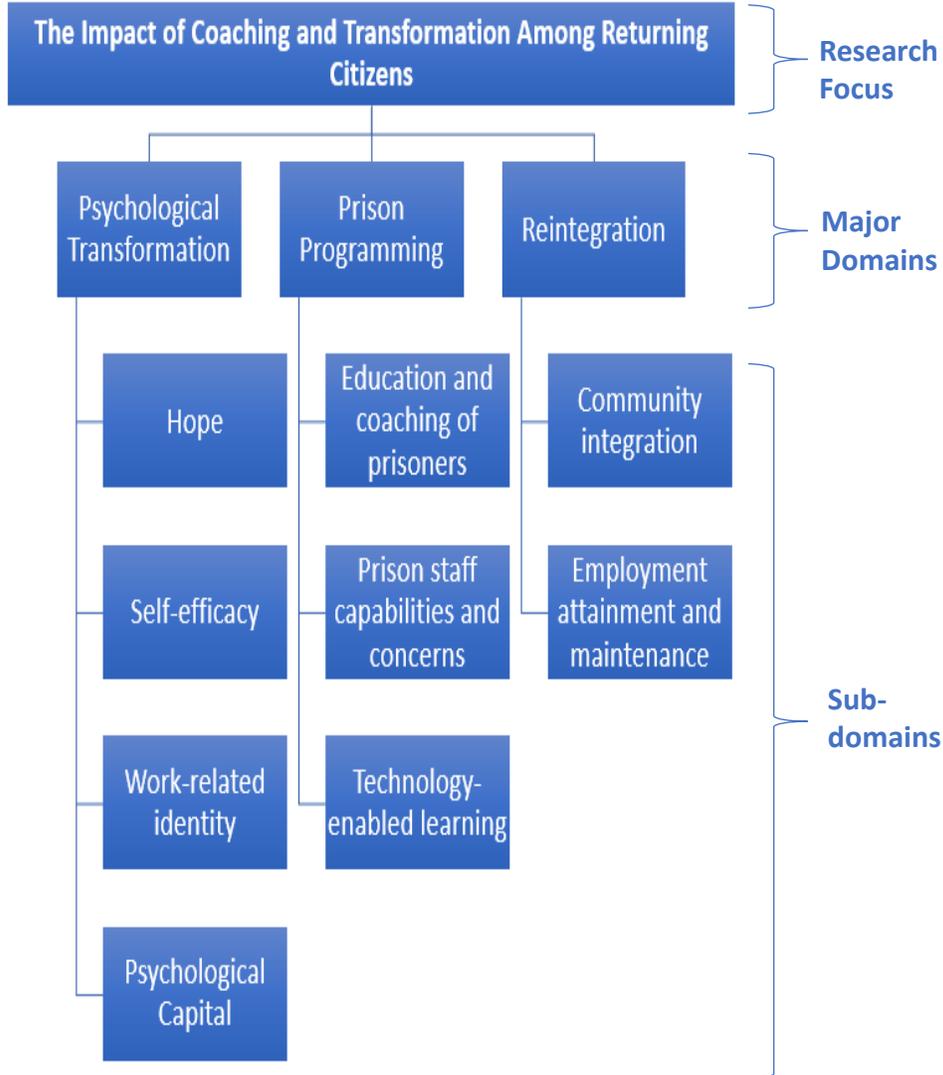
Supporting theories: Hope & Self-efficacy

* Reintegration success is defined as engaging constructively within all forms of social settings (Substance Abuse and Mental Health Services Administration, 2016).

** Wellness is defined as emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual well-being (Goodstein, 2019).

Literature Map, Research Method, and Preliminary Model

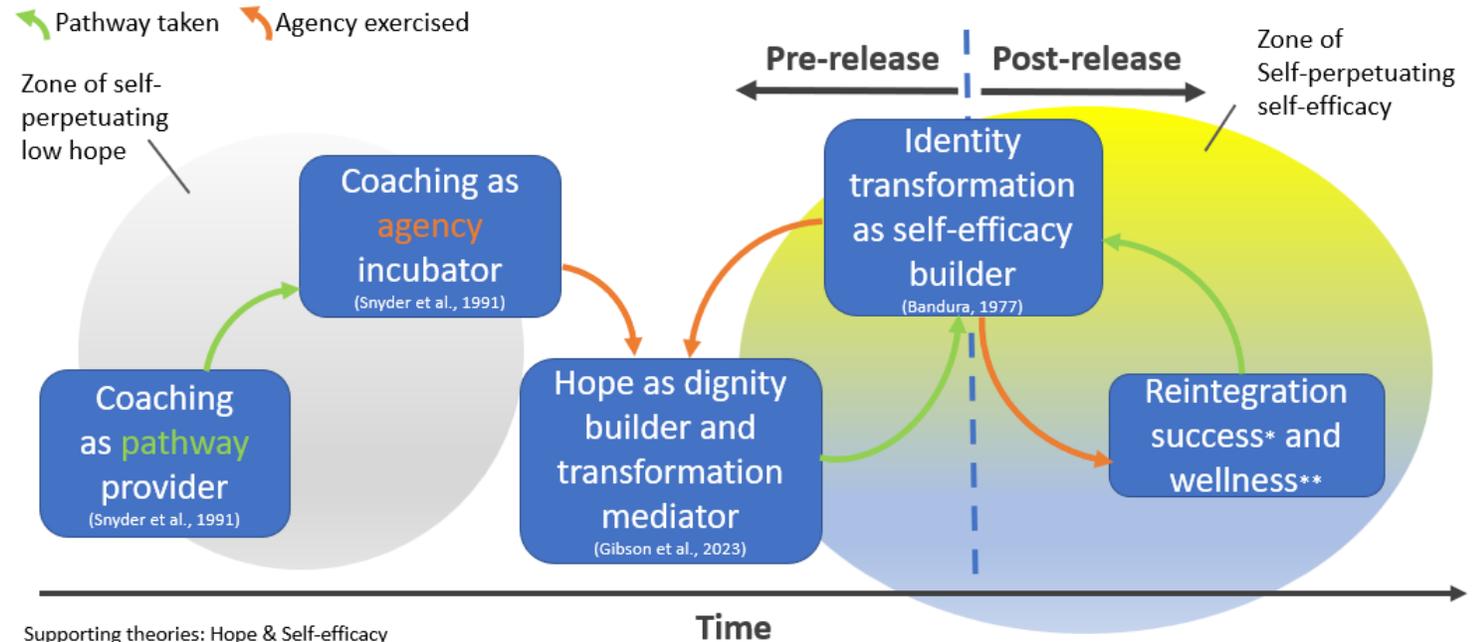
Literature Map



Method

Qualitative, multi-source, grounded theory, and narrative inquiry - appropriate given the nascent state of carceral-based cognitive coaching literature

Preliminary Model



Supporting theories: Hope & Self-efficacy

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